

# Guildford Borough Council

Report to: Overview and Scrutiny Committee

Date: 11 July 2023

Ward(s) affected: All

Report of Director: Transformation & Governance

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Report Status: Open

## Performance Monitoring Report 2022/23 Quarter 4

### 1. Executive Summary

- 1.1. This report is part of our performance monitoring framework and presents an overview of our performance against our corporate indicators (KPIs) during quarter 4 and where possible, the annual KPIs for 2022/23, alongside the detailed quarterly Performance Monitoring Report (Appendix 1).
- 1.2. From this quarter onwards we will be reporting on 35 quarterly KPIs and 5 annual KPIs.
- 1.3. This report provides a summary of the RAG ratings in this quarter together with a comparison of quarterly RAG ratings between 2021-22 and 2022-23.
- 1.4. Exceptions in data available for this report are summarised in section 9 of this report.

## **2. Recommendation to Committee**

- 2.1. That the Committee reviews the Performance Monitoring Report for 2022/23 quarter 4 and where possible, the annual KPIs for 2022/23 (Appendix 1) and makes any observations or comments.
- 2.2. Should any members of the Committee have any queries about specific performance indicators detailed in the Performance Monitoring Report, please submit these to [andrea.barnett@guildford.gov.uk](mailto:andrea.barnett@guildford.gov.uk) least two days prior to the Committee meeting to enable an explanation to be given.

## **3. Reason(s) for Recommendation:**

- 3.1. To support our corporate performance monitoring framework and enable the Committee to monitor the Council's performance against key indicators, as well as review key data relating to the 'health' of the borough.

## **4. Exemption from publication**

- 4.1. This report and any part of it is not exempt from publication.

## **5. Purpose of Report**

- 5.1. The purpose of this report is to present the Performance Monitoring Report for quarter 4 of the financial year 2022/23 (Appendix 1).
- 5.2. The Performance Monitoring Report is presented to this Committee on a quarterly basis, allowing councillors to monitor our performance against the indicators set out in our performance framework.
- 5.3. The Performance Monitoring Report is a public document which shows the Council's progress against a variety of performance indicators.

## **6. Strategic Priorities**

- 6.1. The Council's performance management arrangements support our aim of delivering value for money services by tracking our progress against each indicator. As trends develop, we will be able to build a bigger picture of our performance to help inform and shape future activity and decision making.

- 6.2. The performance management framework supports all aspects of the Council's strategic priorities by ensuring that we stay on track in delivering key outcomes shown in our corporate and service plans. By monitoring key performance indicators, we can celebrate our successes and identify any broad trends or key issues. This will support us in being an efficient, focussed organisation delivering high quality services.

## **7. Background**

- 7.1. The previous Performance Monitoring Report was received positively by the Overview and Scrutiny Committee.
- 7.2. Officers have noted previous discussions and feedback received through the quarterly presentation of the Performance Monitoring Report and have implemented changes where appropriate. Joint Executive Heads of Service provide commentary where KPIs are not meeting their target or are not heading in the preferred direction of travel.
- 7.3. During quarters 1 and 2 we undertook a review to ensure that our KPIs are meaningful and provide a clear definition of what is being collected. Joint Executive Heads of Service discussed their KPIs with Lead Members, to agree a revised set of indicators for corporate performance monitoring. From this quarter onwards we will be reporting on 35 quarterly KPIs and 5 annual KPIs.

## **8. Q4 Summary**

- 8.1. The quarter 4 report shows 35 quarterly and 5 annual KPIs with 45.7% showing a positive green or amber rating. Where no data is available at this time, the aim is that this percentage will increase. There are 9 KPIs with a red rating which relate to 25.7% of the KPIs. The reasons for this include resource issues in Planning, Housing Benefits and Communications and Customer Services, and extremely high call volumes during council tax and garden waste renewals during this quarter. There are 8.6% of the quarterly KPIs reporting as no data available which relates to the KPIs identified in the exception summary below. This will reduce once data is provided from Q1 onwards. The primary reason for the lack of data submission was due to time lags in receiving data.
- 8.2. The table below focusses on the quarterly recorded KPIs to provide a comparison across 2021/22 and 2022/23.

Year	Quarter	RAG Rating					
		Green	Amber	Red	Data only	No data	N/A
2021/22	Q4	22	4	26	7	1	
	60 KPI*	36.7%	6.7%	43.3%	11.7%	1.7%	
2022/23	Q1	29	1	18	15	1	
	64 KPI	45.3%	1.6%	28.1%	23.4%	1.6%	
	Q2	23	6	14	15	6	
	64 KPI	35.9%	9.4%	21.9%	23.4%	9.4%	
	Q3	13	2	9	7	4	
	35 KPI**	37.1%	5.7%	25.7%	20%	11.4%	
Q4	12	4	9	4	3	3	
35 KPI**	34.3%	11.4%	25.7%	11.4%	8.6%	8.6%	

\*following KPI review in Q4

\*\*following KPI review in Q1 and Q2

## 9. Key headlines from Q4 performance

- 9.1. Our performance monitoring framework will continue to evolve and there will be changes to the report and KPIs to ensure that they continue to provide the right information and detail required. For KPIs that are off target or heading in the wrong direction, mitigating actions have been put in place to address these.
- 9.2. Since our last report, the following KPIs are presenting noticeable changes against target or direction of travel:
- H&J8 (Non-domestic (business) rates collected) – although this is below target, we consistently achieved 99% in year collection pre pandemic. 97.36% is an increase of 1.8% on 2021-22, indicating that the trend is going in the right direction. We will work on improving this further in 2023-24 as we anticipate needing to resource less government support schemes. Additionally, the case team has been able to restart property inspections. We know that this plays a key role in business rate collection.
  - COM4 (Percentage of Council tax collected) - although the outturn figure of 97.68% was below the 99% annual target, it is an increase on the previous two years. We know we need to do two things: move resources back from government schemes and review our Service operating model and processes to see whether we can achieve 99% collection rates within our current resources.

- 9.3. The time lags and data not possible to record in this report relate to the following KPIs:

<b>KPI ref:</b>	<b>Indicator</b>	<b>Reason</b>
ENV1	Kilograms of domestic residual waste collected, per household, from the kerbside	3-month time lag
ENV2	Household waste recycled and composted	3-month time lag
ENV3	CO2 emissions from council operations	Time lag in receipt of data
ENV4	Energy use by the Council; gas, electricity and fleet	Time lag in receipt of data
H&J3	Number of net new additional homes	3-month time lag
H&J9	Net change in completed commercial and business floorspace	3-month time lag

## **10. Key Risks**

- 10.1. Without a fit-for-purpose performance management framework the Council will not be able to demonstrate performance against delivery of the key themes with our Corporate Plan 2021-2025.

## **11. Financial Implications**

- 11.1. There are no financial implications arising directly from this report.

## **12. Legal Implications**

- 12.1. There are no legal implications arising directly from this report.

## **13. Human Resource Implications**

- 13.1. There are no human resource implications arising directly from this report.

## **14. Equality and Diversity Implications**

- 14.1. The Public Sector Equality Duty has been considered in the context of this report and it has been concluded that there are no equality and diversity implications arising directly from this report.

## **15. Climate Change/Sustainability Implications**

- 15.1. There are no direct climate change or sustainability implications of this report.

## **16. Summary of Options**

- 16.1. The Committee is asked to consider and comment on the Performance Monitoring information presented in this report.

## **17. Conclusion**

- 17.1. The Committee is presented with an opportunity to review the Council's performance over the last quarter as set out in the Performance Monitoring Report.

## **18. Background Papers**

- 18.1. None.

## **19. Appendices**

Appendix 1 – Performance Monitoring Report Quarter 4, 2022/23